

DDA Registry

File Training - E3

Leadership Training

DDA 76-4098

John F. Blake
Deputy Director for Administration 5454

19 August 1976

DDCI
Room 7D-6011

Hank:

The attached reply, addressed to me, is responsive to certain of your observations and other allied matters. While the paper has been prepared by the Office of Training, it has been coordinated with the Chief of the Psychological Services Division of OMS.

/s/ John F. Blake

John F. Blake

Att
DDA 76-4098

Att: DDA 76-4098 Memo to DDA fr D/OTR
Subj: Leadership Training, dtd 13 August 1976

Distribution:

Original 1 - DDCI w/Orig of Att 1 - ER w/o att
1 - DDA Subject w/cy att
1 - DDA Chrono w/o att
1 - JPB Chrono w/o att

DDA:JFBlake:der (20 August 1976)

DD/A Registry

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CTR Registry

76-6629

13 AUG 1976

Approved For Release 2001/11/20 : CIA-RDP80-00473A0008600100924

MEMORANDUM FOR: Deputy Director for Administration

FROM : Harry E. Fitzwater
Director of Training

SUBJECT : Leadership Training

REFERENCE : Memorandum from DDA to D/MS and DTR;
[REDACTED] and

STATINTL

20 July 1976, and DDCI's Handwritten
Notes of 17 July 1976

1. It is most gratifying to have the support and interest of the DDCI and yourself in the leadership training programs as it demonstrates how important top management regards these undertakings for the Agency.

2. Mr. Knoche indicates his concern that we not put all our eggs in one basket by virtue of a single approach to leadership training. OTR's management training curriculum seeks to avoid concentrating on or even a bias in favor of one management training philosophy or technique. In order to be practical, we are working to increase the coverage in our training courses of the procedures which the supervisor or manager in CIA should know today--financial (budget and program call), personnel (PDP, APP, CSGA and PCR), and overall management (MBO). At the same time, we are continuing to examine in our courses managerial styles and the behavioral characteristics of subordinates. These examinations follow a number of approaches. The [REDACTED]

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ship) add two new stimulating approaches, over and above ongoing programs such as the "Managerial Grid," "Problem Solving and Decision Making" as developed by the Kepner-Tregoe organization, and our own in-house products such as the "Management Seminar." OMS and OTR currently exercise joint responsibility for maintaining awareness and evaluating the potential of new approaches through the newly-created Leadership Development Group. Further, we

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continue to enroll senior and middle-level managers in a variety of external management programs including the Federal Executive Institute, the other Civil Service courses, and the management courses at Penn State, Harvard, Cornell, and other universities.

3. As indicated in paragraph 2 of the reference, the DDCI's second point poses a particularly profound question: how do we in CIA confront problems of balancing the need for "bold creativity" with the need to be "ethical, proper and legal?" It seems to us that a several-fold approach would be best--one which builds on some of the ongoing activities and perhaps expands selectively.

a. "Leadership Development Course": As noted above, this course is now being developed and will be conducted jointly by OMS/PSS and OTR/MATB. It provides an excellent framework in which to deal concurrently with creativity and restraints. The course uses an eight-phase model for bringing about change and dealing with problems. The first phase is "assessment" in which the decision maker/planner/manager gathers all relevant available information including such factors as the psycho-social milieu, the organization's cultural ethos, legal restrictions, availability of resources, and others. In developing and applying this phase of the course, the joint OMS/OTR staff will bear in mind Mr. Knoche's concern.

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c. Other Courses: We believe that the subject matter enveloped by Mr. Knoche's point goes beyond management training and is worth emphasizing in other courses. These, quite obviously,

include operations training such as the "Operations Course" and the "Senior Operations Course," and general offerings such as the "CIA Senior Seminar," the "Midcareer Course," and "CIA Today and Tomorrow," as well as the newly-revised orientation course, "Introduction to CIA" (replacement for the "Intelligence and World Affairs" course). As you know, these courses include a variety of guest speakers drawn from top Agency management, the Office of General Counsel, Office of Inspector General, and Comptroller. As feasible, these speakers will be encouraged to cover various aspects involved in Mr. Knoche's equation.

4. In addition to the above initiatives, it seems to us that there is still a good deal of substantive ground to be plowed. Answers to the issues conjured up by Mr. Knoche's question at this point are partial or just emerging. Probably classification of the legal restrictions centering around Executive Order 11905, while by no means fully apparent, will prove to be easier than issues arising in the ethical area or in terms of what is "proper" in today's climate. One way of assisting the Agency to get a better handle on this area might be to bring together a number of our top managers and livelier thinkers in a "symposium." The symposium would be conducted under the auspices of the Center for the Study of Intelligence, as discussed with you in our MBO sessions. We would envisage a series of talks and/or papers, hopefully well-defined and certainly commissioned well in advance, and delivered over a two-day period [redacted] in this building, or in Headquarters. In launching such an effort, we think that the somewhat intangible and sensitive nature of these problems would make it imperative that Mr. Knoche, at a minimum, fully endorse this undertaking, and preferably participate in it. We would look to the results of such a symposium to provide bench-marks for the Agency and give the kind of substantive inputs needed to deal with Mr. Knoche's question in our training program.

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[redacted]
Harry E. Fitzwater

Distribution:
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1 - C/PSS/OMS

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OTR Registry
76-6621

FDM/1 Registry
76-4044

10 AUG 1976

MEMORANDUM FOR: Deputy Director for Administration

STATINTL FROM : [REDACTED]
 : Chairman, Leadership Development Group

 VIA : Director of Training
 Director of Medical Services

SUBJECT : Leadership Development Group

1. The Leadership Development Group met for the first time on 30 July. We reviewed our responsibility for maintaining oversight of [REDACTED] the Leadership Development Course and for ensuring that these two programs are properly integrated into, and draw upon, ongoing activities in both OMS and OTR.

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2. The Group discussed the selection and appointment of members of the joint OTR/OMS Working Group. [REDACTED] suggested that, as the Working Group's main thrust will be in the field of management training, it would be preferable to have the chairman be someone from the training side. Accordingly, [REDACTED] is designated chairman and members will be named from the Psychological Services Staff, OTR's Management and Administrative Training Branch and, as required for the tasks of the Working Group, from other organizational elements.

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3. The Leadership Development Group discussed criteria for selection of attendees for the [REDACTED] and the Leadership Development Course (the course to be based on the work of the [REDACTED]). These criteria are forwarded herewith for your review:

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a. [REDACTED]
is the most advanced program offered by CIA for its senior managers and executives who are in positions of managerial, as contrasted with staff, responsibility. It is designed especially for the heads of Agency components (offices, divisions,

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senior staffs and independent offices), their deputies, and senior officers in other key assignments from throughout the Agency. As a minimum, participants should be grade GS-16 and have at least one year's experience in an assignment of significant managerial responsibility. In addition, participants should have three years or more service remaining and be pointed in their future careers toward positions of management.

b. Leadership Development Course: This course is for middle-level managers (GS-13 thru GS-15) who have a high potential for advancement. It is designed especially for branch and section chiefs and for staff officers who have supervisory responsibility. Participants should have had at least one year of supervisory or managerial experience and a minimum of ten years remaining service.

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4. [REDACTED] will be visiting the Agency on 30 August under his consultative arrangement with OMS. We are in the process of developing a schedule in order to take full advantage of his presence. The Leadership Development Group will meet in the morning with [REDACTED] to exchange views for utilizing the ideas contained in his seminar more effectively in the Agency. In the afternoon we are planning to invite past participants [REDACTED] for an exchange of views with [REDACTED] follow-up alternatives to the [REDACTED]. If you are interested and should your schedule permit, we would be happy to arrange a meeting with [REDACTED]

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Distribution:

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1 - D/MS
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1 - DTR

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DDA 76-3598

20 July 1976

MEMORANDUM FOR: Director of Medical Services
Director of Training

FROM : John F. Blake
Deputy Director for Administration
SUBJECT : [REDACTED]

STATINTL

1. Attached is the Routing and Record Sheet (Form 610), dtd 17 July 1976, with notes from the Deputy Director of Central Intelligence, which forwarded to him our position paper on proceeding with both the [REDACTED]

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2. the DDCI's paragraph 1 speaks for itself. His paragraph 2 presents a new tasking--and an interesting one. It appears to me that a paper jointly prepared by the Office of Training and the Office of Medical Services is in order. In deed, other components such as the Office of General Counsel perhaps also should participate. I ask that Mr. Fitzwater take the initiative, in concert with the Office of Medical Services and other of his choosing, to develop a prospectus. I would like to receive the prospectus by Tuesday, 31 August.

STATINTL

[REDACTED] JOHN F. BLAKE

Distribution:

Original - D/OMS w/Orig Att

1 - D/TR w/cy Att

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12 July 1976

MEMORANDUM FOR: Director of Training
Director of Medical Services

FROM : John F. Blake
Deputy Director for Administration

STATINTL

SUBJECT :

STATINTL

REFERENCE : Memo to D/OTR and D/OMS from Mr. [REDACTED]
(OTR) and Dr. [REDACTED] (OMS), dated
23 June 1976; Same Subject

STATINTL

1. I am grateful to the personnel of your respective Offices who have spent considerable time over the last year or so in studying the programs of and working with the personnel of both [REDACTED]

STATINTL

2. The proposal that you submitted to me in referent memorandum of 23 June 1976 is a result of much experience with both institutions and, I believe, presents us with a good programmatic basis upon which we can now proceed.

3. The recommendations submitted, i.e., to conduct two runnings per year for a group of 21 people each with the assets of the [REDACTED] and, to continue working with the [REDACTED] for the purpose of undertaking the development of an Agency in-house version are approved. Additionally, the two requirements to guide the implementation of the approval, i.e., the designation of a Leadership Development Group along with the creation of a joint OTR/OMS Working Group are also approved. In our discussion of this matter we agreed that the Leadership Development Group would consist of [REDACTED] and [REDACTED]. Mr. [REDACTED] is appointed Chairman for an indefinite duration. As a matter

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of first priority I would like the Leadership Development Group to interest itself in the following matters:

a. Selection and appointment of members of the OTR/OMS Working Group to assist in implementing actions consistent with the direction provided by the Leadership Development Group.

b. Address themselves to the criteria for selection and attendance at [redacted]

c. Formulate policy guidance to develop Agency-based course materials to relate the principles of the [redacted] course more effectively to the Agency. Such Agency-based materials may also be necessary for the in-house version of the course of the [redacted]

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[s] John F. Blake

John F. Blake

Distribution:

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12 July 1976

/

MEMORANDUM FOR: Director of Training
Director of Medical Services

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : [REDACTED]

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REFERENCE : Memo to D/OTR and D/OMS from [REDACTED]
(OTR) and [REDACTED] (OMS), dated
23 June 1976; Same Subject

STATINTL

1. I am grateful to the personnel of your respective Offices who have spent considerable time over the last year or so in studying the programs of and working with the [REDACTED]

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2. The proposal that you submitted to me in referent memorandum of 23 June 1976 is a result of much experience with both institutions and, I believe, presents us with a good programmatic basis upon which we can now proceed.

3. The recommendations submitted, i.e., to conduct two runnings per year for a group of 21 people each with the assets of the [REDACTED] and, to continue working with the [REDACTED] for the purpose of undertaking the development of an Agency in-house version are approved. Additionally, the two requirements to guide the implementation of the approval, i.e., the designation of a Leadership Development Group along with the creation of a joint OTR/OMS Working Group are also approved. In our discussion of this matter we agreed that the Leadership Development Group would consist of [REDACTED] and [REDACTED] is appointed Chairman for an indefinite duration. As a matter

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of first priority I would like the Leadership Development Group to interest itself in the following matters:

a. Selection and appointment of members of the OTR/OMS Working Group to assist in implementing actions consistent with the direction provided by the Leadership Development Group.

b. Address themselves to the criteria for selection and attendance at both the [REDACTED] and the [REDACTED]

c. Formulate policy guidance to develop Agency-based course materials to relate the principles of the [REDACTED] course more effectively to the Agency. Such Agency-based materials may also be necessary for the in-house version of the course of the [REDACTED]

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/s/John F. Blake

John F. Blake

Distribution:

Original - D/OTR
1 - D/OMS
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1 - DDA Subject
1 - DDA Chrono
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DDA:JFBlake:der (12 July 1976)

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DD/A Registry

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23 June 1976

MEMORANDUM FOR: Harry E. Fitzwater
Director of Training

Charles A. Bohrer, M.D.
Director of Medical Services

STATINTL FROM : [REDACTED]
Office of Training

STATINTL [REDACTED] Chief, Psychological Services Staff
Office of Medical Services

SUBJECT : [REDACTED] **STATUTORY**

REFERENCE : Memo to DDA from DTR, same subject,
21 April 1976 (OTR 76-6333)

STATINTL

1. The leadership development programs offered by the

have involved more than one hundred Agency officers as either participants or observers during the past two years. The referenced memorandum tasks us with reviewing this experience to determine what future use should be made of these resources within the overall context of Agency management training. We present our findings here in the form of (1) a set of evaluative conclusions about these programs; (2) a list of options with discussion; and (3) recommendations.

2. Evaluative Conclusions

A. Both represent innovative approaches to leadership development of considerable merit. The programs are professionally sound. Their acceptability to participants is exceptionally high. Their relevance to the practical needs of Agency managers is impressive.

STATINTL

SUBJECT: [REDACTED]

B. They offer a unique contribution to the management training picture, not duplicative of ongoing efforts.

C. They are complementary, not conflicting, in relationship both to each other and to ongoing training.

D. While they both purport (and in our judgment, do) have something to offer to virtually all levels of management, [REDACTED] has greater payoff potential at lower and middle levels, [REDACTED] at more senior levels.

E. The [REDACTED] approach offers broad potential for in-house adaptations. It uses a learn-by-doing model resting heavily on group exercises and performance feedback, mediated by critical evaluation and supplemented by psychological assessment data. As such, it requires skills largely within the repertoire of existing OTR/OMS expertise.

F. The [REDACTED] approach is a hand-crafted creation of Dr. [REDACTED] and his associates, representing a distillation of their experience, philosophy, and perspective and bearing a heavy personal imprint. Presentation of this material by in-house personnel could not carry the same impact. Its transferability to in-house presenters is therefore limited.

3. Options

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A. [REDACTED] options are essentially three in number:
(1) forget it; (2) send a selected few individuals each year to external runnings of the [REDACTED]
[REDACTED] (3) continue in-house runnings on a periodic basis.

Option (1) eliminates, and option (2) greatly reduces, the high potential contribution of this Program to Agency managerial effectiveness. If more than a very few people are to benefit, cost considerations weigh heavily toward the in-house group approach (\$1300 per person external, vs \$18,500 plus [REDACTED] overhead for a group of 21 internal).

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Option (3) leads to other options in the form of questions about frequency of runnings, who should attend, and who should provide what kinds of support. However, our experience to date provides sufficient guidance to

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SUBJECT APPROVAL

reduce the practical options here considerably. A goal of two runnings a year for 21-man groups of the most senior-level people available makes good sense in many respects. OTR is well equipped to provide excellent support to the Program, as it has done to the acclaim of all concerned for the two runnings to date.

As a continuing effort, however, far more than housekeeping-level support will be required to optimize the potential benefits from this program. Serious attention is needed in at least three areas. First is in the selection of participants. In the words of a senior participant in the last running, "the course is impressive enough to warrant much greater centralized attention to the selection of people who will attend it than is suggested by the cross section of people who attended the second running". Second is the need to develop Agency-based course materials to relate the principles of the course more effectively to the Agency experience. Third is the need to explore the possibilities for follow-up, reinforcer follow-ons, refreshers, spin-offs, and the like which can enhance, extend, and measure the effects of the Seminar experience. These are all tasks requiring professional effort and oversight of a continuing sort. OTR and OMS personnel, working together, can best handle them.

STATINTL

B. [REDACTED] options are likewise three in number:
(1) forget it; (2) send individuals on an individual or group basis through the program [REDACTED] (\$7,000 for STATINTL a 12-man group); or (3) working closely with the Center, undertake the development of an Agency in-house version of the Program.

The scope of option (2) is limited by the charter and resources of the Center, whose basic commitment to research and dissemination of new knowledge and methodologies restricts their capacity to accept obligations for continuing, repetitive service functions. While these limits fluctuate, it is unlikely that the Center could accommodate more than a small proportion of even a quite select group of Agency middle managers.

The third option, in contrast, envisages an extended cooperative effort between the Agency and the

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SUBJECT: [REDACTED]

Center which is fully consistent with the Center's goals and capabilities. A continuing relationship with the Center, moreover, would offer access to the innovative thinking and state-of-the-art developments of this creative group, with valuable input to many of our other internal programs as well. More importantly, such a Program would develop, blend, and put to use the unique resources of OTR and PSS, optimizing what each has to contribute to the development of managers more effectively than each could achieve alone.

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A jointly sponsored internal program would require a one-year developmental effort. During that period, OTR and PSS personnel would attend the Program at [REDACTED] develop an Agency version with assistance from the Center, and probably present it first at the Center under the guidance of the Center staff. Succeeding programs would be offered in Agency facilities with appropriate and successively diminishing assistance from the Center.

The program is conceived essentially as a supplement to OTR's Management Seminar, designed for Agency middle managers who have demonstrated particular potential. Its labor-intensive aspects preclude its extension to all middle managers, but the high potential for spin-offs and adaptations of parts of the package for other uses spells great flexibility and promises a far wider range of pay-off. Hopefully it will also retain some experimentalist flavor, thus serving to some extent as a testing ground for new ideas which may find a home in other parts of the management development curriculum. Thus conceived, it may also be better able to cope with the enrollment pressures and "elitist" charges which often engulf (and sometimes submerge) successful programs of limited availability.

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Major problems to be addressed during the development of such a program revolve around the training of in-house personnel, the adaptation of features of the [REDACTED] Program to fit in-house resources, and the development of appropriate physical facilities.

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4. Recommendations

Both the [REDACTED] and [REDACTED] approaches to leadership have proven themselves as management development vehicles of great

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SUBJECT: [REDACTED]

potential benefit to the Agency. The next step is to adapt and consolidate these experiences so that they will have a continuing, systematic input to the growth of Agency managers. The actions described as Option 3 in both cases are recommended as the general route toward this goal.

To proceed in this direction, two things are required:

(1) Designation of a Leadership Development Group, with responsibility for policy direction, guidance and support to these efforts. Senior OMS and OTR officials should constitute this small group, under the rotating chairmanship of the Deputy Directors of OTR and OMS.

(2) Creation of a joint OTR/OMS Working Group to implement actions consistent with the direction provided by the Leadership Development Group.

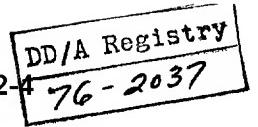
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OTR 76-6333
21 April 1976

MEMORANDUM FOR: Deputy Director for Administration

FROM : Harry E. Fitzwater
Director of Training

STATINTL SUBJECT :

[REDACTED]

STATINTL 1. As you directed, I met with Dr. Bohrer this date
STATINTL to discuss the [REDACTED]

[REDACTED] It was agreed that OMS and OTR must seriously weigh the benefits to be derived from these programs against their high costs. We were not concerned with the prerogatives in administering the programs; however, these must be addressed. From our point of view, there seems to be a role for both Offices if the programs should continue. Our main concern today was how the programs can benefit the Agency and the individuals involved and should they be continued.

STATINTL 2. OTR is currently developing a new management training course tailored toward meeting the large number of requests for management training. It was agreed that we should look to the practicality of melding these two programs into the management training curriculum. To accomplish this, we will task [REDACTED] to determine if the programs have a place in the training package and if so, incorporate them as part of that program.

3. Dr. Bohrer and I will meet with the principals involved after they have completed their initial study. If it is decided that the two programs have a place in management training and/or assessment of the training received, we will then work out details as to how they will be administered.

STATINTL 4. In the meantime, you have the request for permission to conduct another [REDACTED] (Memo from DTR to DDA, dated 14 April 1976). Dr. Bohrer has indicated that he will

OTR 76-6333
21 April 1976

probably coordinate on that request. If you approve the referenced request, it is suggested that this be the last Seminar until we have come to an agreement as to future requirements and program administration.

STATINTL

[REDACTED]
Harry B. Fitzwater

Distribution:

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1 - C/FTD/OTR

DD/A Registry
76-1914

Approved For Release 2001/11/20 : CIA-RDP80-00473A000800010012-4

OTR 76-6302

14 APR 1976

MEMORANDUM FOR: Deputy Director for Administration

FROM : Harry E. Fitzwater
Director of Training

STATINTL SUBJECT : [REDACTED]

STATINTL STATINTL 1. There is attached a course report on the second running of the [REDACTED] at [REDACTED] in late March. As indicated in the report, [REDACTED] will be preparing a follow-up evaluation as he did for the first running.

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2. I realize that you plan calling a meeting to discuss various possibilities for ensuring that the Agency derives maximum benefit from this expensive program. Given the reactions of those who attended the second running and the need to plan well in advance because of [REDACTED] schedule, I would, nonetheless, like to request your approval for planning a third running. As indicated in the attached report, if you approve, the next seminar would be conducted from 15 to 19 November at DTS.

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[REDACTED]
Harry E. Fitzwater

APPROVED : _____ Date _____

DISAPPROVED: _____ Date _____

Attachment:
Course Report

Distribution:
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2 - DDA

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23 June 1976

MEMORANDUM FOR: Harry E. Fitzwater
Director of Training

Charles A. Bohrer, M.D.
Director of Medical Services

STATINTL [REDACTED] Chief, Psychological Services Staff
Office of Medical Services

SUBJECT : [REDACTED] STATINTL

REFERENCE : Memo to DDA from DTR, same subject,
21 April 1976 (OTR 76-6333)

1. The leadership development programs offered by the

have involved more than one hundred Agency officers as either participants or observers during the past two years. The referenced memorandum tasks us with reviewing this experience to determine what future use should be made of these resources within the overall context of Agency management training. We present our findings here in the form of (1) a set of evaluative conclusions about these programs; (2) a list of options with discussion; and (3) recommendations.

2. Evaluative Conclusions

A. Both represent innovative approaches to leadership development of considerable merit. The programs are professionally sound. Their acceptability to participants is exceptionally high. Their relevance to the practical needs of Agency managers is impressive.

STATINTL

SUBJECT: [REDACTED]

B. They offer a unique contribution to the management training picture, not duplicative of ongoing efforts.

C. They are complementary, not conflicting, in relationship both to each other and to ongoing training.

D. While they both purport (and in our judgment, do) have something to offer to virtually all levels of management, [REDACTED] as greater payoff potential at lower and middle levels; [REDACTED] at more senior levels.

E. The [REDACTED] approach offers broad potential for in-house adaptations. It uses a learn-by-doing model resting heavily on group exercises and performance feedback, mediated by critical evaluation and supplemented by psychological assessment data. As such, it requires skills largely within the repertoire of existing OTR/OMS expertise.

F. The [REDACTED] approach is a hand-crafted creation of Dr. [REDACTED] and his associates, representing a distillation of their experience, philosophy, and perspective and bearing a heavy personal imprint. Presentation of this material by in-house personnel could not carry the same impact. Its transferability to in-house presenters is therefore limited.

3. Options

A. [REDACTED] options are essentially three in number:
(1) forget it; (2) send a selected few individuals each year to external runnings of the Institute's program in [REDACTED] (3) continue in-house runnings on a periodic basis.

Option (1) eliminates, and option (2) greatly reduces, the high potential contribution of this Program to Agency managerial effectiveness. If more than a very few people are to benefit, cost considerations weigh heavily toward the in-house group approach (\$1300 per person external, vs \$18,500 plus [REDACTED] overhead for a group of 21 STATINTL internal).

Option (3) leads to other options in the form of questions about frequency of runnings, who should attend, and who should provide what kinds of support. However, our experience to date provides sufficient guidance to

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SUBJECT: [REDACTED]

reduce the practical options here considerably. A goal of two runnings a year for 21-man groups of the most senior-level people available makes good sense in many respects. OTR is well equipped to provide excellent support to the Program, as it has done to the acclaim of all concerned for the two runnings to date.

As a continuing effort, however, far more than housekeeping-level support will be required to optimize the potential benefits from this program. Serious attention is needed in at least three areas. First is in the selection of participants. In the words of a senior participant in the last running, "the course is impressive enough to warrant much greater centralized attention to the selection of people who will attend it than is suggested by the cross section of people who attended the second running". Second is the need to develop Agency-based course materials to relate the principles of the course more effectively to the Agency experience. Third is the need to explore the possibilities for follow-up, reinforcer follow-ons, refreshers, spin-offs, and the like which can enhance, extend, and measure the effects of the Seminar experience. These are all tasks requiring professional effort and oversight of a continuing sort. OTR and OMS personnel, working together, can best handle them.

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B. [REDACTED] options are likewise three in number:
(1) forget it; (2) send individuals on an individual or group basis through the program at [REDACTED] (\$7,000 for STATINTL a 12-man group); or (3) working closely with the Center, undertake the development of an Agency in-house version of the Program.

The scope of option (2) is limited by the charter and resources of the Center, whose basic commitment to research and dissemination of new knowledge and methodologies restricts their capacity to accept obligations for continuing, repetitive service functions. While these limits fluctuate, it is unlikely that the Center could accommodate more than a small proportion of even a quite select group of Agency middle managers.

The third option, in contrast, envisages an extended cooperative effort between the Agency and the

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Center which is fully consistent with the Center's goals and capabilities. A continuing relationship with the Center, moreover, would offer access to the innovative thinking and state-of-the-art developments of this creative group, with valuable input to many of our other internal programs as well. More importantly, such a Program would develop, blend, and put to use the unique resources of OTR and PSS, optimizing what each has to contribute to the development of managers more effectively than each could achieve alone.

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A jointly sponsored internal program would require a one-year developmental effort. During that period, OTR and PSS personnel would attend the Program at [REDACTED] develop an Agency version with assistance from the Center, and probably present it first at the Center under the guidance of the Center staff. Succeeding programs would be offered in Agency facilities with appropriate and successively diminishing assistance from the Center.

The program is conceived essentially as a supplement to OTR's Management Seminar, designed for Agency middle managers who have demonstrated particular potential. Its labor-intensive aspects preclude its extension to all middle managers, but the high potential for spin-offs and adaptations of parts of the package for other uses spells great flexibility and promises a far wider range of pay-off. Hopefully it will also retain some experimentalist flavor, thus serving to some extent as a testing ground for new ideas which may find a home in other parts of the management development curriculum. Thus conceived, it may also be better able to cope with the enrollment pressures and "elitist" charges which often engulf (and sometimes submerge) successful programs of limited availability.

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Major problems to be addressed during the development of such a program revolve around the training of in-house personnel, the adaptation of features of the [REDACTED] Program to fit in-house resources, and the development of appropriate physical facilities.

4. Recommendations

Both the [REDACTED] approaches to leadership have proven themselves as management development vehicles of great

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potential benefit to the Agency. The next step is to adapt and consolidate these experiences so that they will have a continuing, systematic input to the growth of Agency managers. The actions described as Option 3 in both cases are recommended as the general route toward this goal.

To proceed in this direction, two things are required:

(1) Designation of a Leadership Development Group, with responsibility for policy direction, guidance and support to these efforts. Senior OMS and OTR officials should constitute this small group, under the rotating chairmanship of the Deputy Directors of OTR and OMS.

(2) Creation of a joint OTR/OMS Working Group to implement actions consistent with the direction provided by the Leadership Development Group.

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14 June 1976

MEMORANDUM FOR: Harry E. Fitzwater
Director of Training

Charles A. Bohrer, M.D.
Director of Medical Services

STATINTL FROM : [REDACTED] Ph.D.
 Chief, Psychological Services Staff
 Office of Medical Services

SUBJECT : [REDACTED] STATINTL
 22-26 March 1976: A Follow-up
 Report

1. Evaluative data from participants in the Seminar is of three types: (a) Oral group reports presented at the closing session of the seminar; (b) Written evaluations accomplished during and at the end of the Seminar, and (c) Written evaluations accomplished five to eight weeks after the Seminar. The group reports and some of the written evaluation material were summarized in the Course Report prepared by the Course Coordinator, [REDACTED], in his memo to DTR, 2 April 1976. There is a great deal of useful detail in the written evaluations, all of which has been retained and is available for review. For summary purposes, presented here are (Tab A) ratings of the extent to which participants felt the seminar achieved its objectives, as judged on 26 March, the last day of the course, and (Tab B) summary responses to a follow-up questionnaire sent to the 21 participants on 27 April. Twenty of the 21 participants completed the end-of-course critique. Eighteen participants had completed and returned the follow-up questionnaire by 21 May.

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SUBJECT: The [REDACTED] 22-26 March 1976:
A Follow-up Report

2. Highlights of the findings:

(a) All five course objectives were seen as having been met to a high degree at the end of the seminar, with 86% of the ratings indicating achievement at a level higher than "satisfactory".

(b) The seminar objective rated as most successful was that concerning how to deal constructively with change.

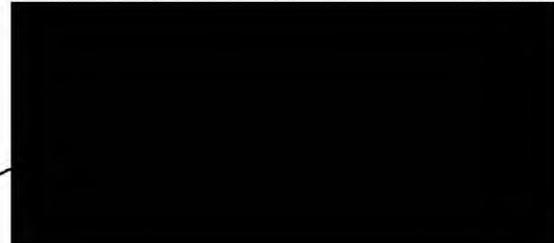
(c) The high positive perception of the value of the course was sustained over the follow-up period.

(d) Such shifts in perception as occurred were more often in a positive than a negative direction.

(e) Fifteen participants (71% of the total group) cited examples of ways in which the Seminar had been useful in dealing with problems on the job in the weeks following the Seminar.

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Attachments
As Stated Above



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Rating by 200 of 21 people the seminar achieved these objectives for you".

Frequency of Each Rating

Course Objective	Very Well	Well	Satisfactorily	To Some Extent	Not At All
Provide an understanding of how and why people feel, think, and behave as they do.	11	8	1	--	--
Foster additional insight into your own motives and behavior.	9	8	3	--	--
Provide a framework for understanding employee-organizational problems and assessing which can be remedied and which cannot.	5	9	6	--	--
Present guidelines for participating and dealing with the stress of change, both for yourself and others.	14	5	1	--	--
Broaden your understanding of the many facets of the role of the leader and provide a basis for flexible leadership behavior.	10	7	2	1	--
Total Response (percent)	49%	37%	13%	1%	--

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Summary of Responses
Questions in Follow-up Evaluation Questionnaire

1. While the Seminar had a number of specific objectives, it aims ultimately at improving the participant's effectiveness as a manager and leader by utilizing the understanding and insight into behavior of self and others in dealing with individual/organizational problems. While this is tough to evaluate and the time frame is limited, could you offer some comment on the achievement of this objective?

All respondents commented favorably ("objective was achieved---extremely useful---singularly successful---outstanding"). Elaborations dealt with some aspect of heightened awareness of the factors important in the behavior of self and others and the relevance of these to successful functioning on the job.

Examples: "The seminar has opened up new thought patterns---I think I know myself better---I find myself spending more time listening to subordinates and talking about the real problems which are underlying apparent problems---opened up the cobwebs in my mind---actions and motives only dimly understood in the past have become clearer---I have been amazed at the power of the ideas." Those who qualified their responses did so with reference to the limited time frame and/or lack of objective evidence of their own improvement as a manager and leader. None felt the objective had not been achieved.

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2. If you have found the [REDACTED] useful to you in understanding, resolving, or dealing effectively with an individual or organizational problem in the short time since the Seminar, please indicate briefly the nature of the problems and how the Seminar had a useful impact.

Fifteen of the 18 respondents offered examples here. Some were described in very general terms but the majority were quite specific, and most often concerned perceived help in the handling of problems presented by particular subordinates, some of which had been longstanding and seemingly intractable. The range of examples, however, was quite wide, and included such diverse problems as the improvement of relationships between two offices, the straightening out of communications problems between two subordinate component chiefs, lessening the negative impact of change due to physical relocation of several components, and significant contribution to the thinking of one participant who had been asked to generate a series of major papers on Agency management issues.

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3. Is [REDACTED] any respect from what it was when you left [REDACTED] on Friday, March 26th?

Ten said, essentially, no; many adding that their highly positive perception of the program persists.

Five stated that they view it as more valuable, or see parts of it as making more sense, than they did at the close of the Seminar.

One felt that his initial overenthusiasm had been tempered somewhat; one felt that some of the "good" ideas had slipped away, and one felt that the initial benefits he had attributed solely to the [REDACTED] had derived at least in part from the general context of the Seminar and the close contact with 20 fellow senior officers.

4. Any other comments you care to make on changes, future runnings, or participants? (No need to repeat what you have told us earlier unless you want to do so for added emphasis.)

No really new themes emerged here. Several repeated suggestions for specific changes, but others warned emphatically against "tinkering with what is obviously a good program". Many urged continuation, with at least two runnings a year, and urged participation by managers at a similar or higher level. There were several suggestions for some type of refresher or follow-up to reinforce the lessons learned. Those who compared the program with similar experiences elsewhere judged it superior without exception.

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